

# Community Benefit Report

## 2006 Summary



A healthy community through caring for people one individual at a time

Christ Hospital

University Hospital

St. Luke Hospitals

Jewish Hospital

Fort Hamilton Hospital

Drake Center

West Chester Medical Center

Alliance Primary Care

  
Health Alliance<sup>™</sup>

# To Our Stakeholders:

Our vision very clearly states what we hope to achieve as this region's largest health care system: improving the overall health of our community. While most of our time and resources are dedicated to providing excellent health care, we feel community health goes far beyond physical and mental well being.



A healthy community is also one that thrives economically. Often, investment in locally owned businesses can go a long way toward curing socioeconomic ailments that can plague communities. That's why we made local investment in diverse suppliers (small, minority and women-owned enterprises) a high priority this year, exceeding our spending goal of \$23 million with these businesses and setting a goal of \$28 million next year.

A healthy community should also have an environmental conscience. The medical industry has lagged behind others in terms of reducing waste to landfills and incineration. That's one reason we implemented a system-wide reprocessing program, which provides for the safe reuse of certain medical devices with strict quality standards. This initiative reduced medical waste by nearly four tons and reduced costs for our patients.

A healthy community needs appropriate medical services available, regardless of location, language or ability to pay. We made great progress this year improving access to everything from basic services, including primary care and obstetrics services, to specialized medical and rehabilitative care, such as those offered by our newest hospital, Drake Center. We also made commitments for the future health of our region with the announcements to build West Chester Medical Center and the Lindner Center of HOPE, a joint venture with the Lindner Foundation.

And, finally, a healthy community should be committed to medical education and advancement to bring the latest treatments close to home. Through partnerships with such organizations as the University of Cincinnati College of Medicine, our hospitals are offering education to physicians of tomorrow and leading advances in clinical areas ranging from heart disease to neuroscience.

As you can see, we have high expectations about what we can and should achieve to keep Greater Cincinnati healthy. We are committed to these efforts and are confident we will continue to achieve these goals with sound financial performance and with the leadership of our community-based board.

Sincerely,

A handwritten signature in black ink that reads "Ken Hanover". The signature is fluid and cursive, written in a professional style.

Ken Hanover  
President and CEO

## Serving Greater Cincinnati Through These Organizations

The Christ Hospital  
The University Hospital  
The St. Luke Hospitals  
The Jewish Hospital  
Fort Hamilton Hospital  
Drake Center  
Alliance Primary Care

## New Ventures

The Lindner Center of HOPE (2008)  
West Chester Medical Center (2009)

## Board Recognition

**The Health Alliance acknowledges the contributions of the following board members who volunteer their time and leadership talents to guide our organization:**

Gloria S. Haffer, Esquire, Chairperson  
Mark Collar  
Raymond Grady  
Frank McWilliams, M.D.  
Gregory T. Rouan, M.D.  
James I. Scott Jr., M.D.  
Sara Straight-Wolf  
Robert Kanter  
Michael A. Conner  
Richard H. Laib, M.D.  
George A. Schaefer Jr.  
Jeffrey L. Wyler

Jane Henney, M.D., Ex-officio  
Kenneth Hanover, Ex-officio

## In This Fiscal Year 2006 Report:

### Caring for Those in Need..... 2

- \$130.4 Million in Free Health Care and Services

### Investment in Community Health Care Programs ..... 3-6

- Our “Honor Wall” of Community Caring in Over-the-Rhine, Clifton and the Entire Greater Cincinnati Region
- Neighborhood Initiatives in Mt. Auburn
- Specialized Care for Women
- Supporting Children’s Advocacy in Northern Kentucky
- Cancer Education and Support in Northeastern Cincinnati
- Care for Those in Need in Butler County
- Our Industry Partnerships Add Value to Outreach

### Economic Development and Impact..... 7-8

- \$220.5 Million in Goods and Services with Local Suppliers
- \$23.4 Million in Local Diverse Supplier Spending
- 14,000 Jobs for Our Region

### Investment in Our Region’s Future Health Care Needs ..... 9

- Shared Commitment with the Lindner Foundation to Build the Lindner Center of HOPE in Mason
- Preserving Drake Center as a Community Asset
- \$224 Million Commitment to Build West Chester Medical Center

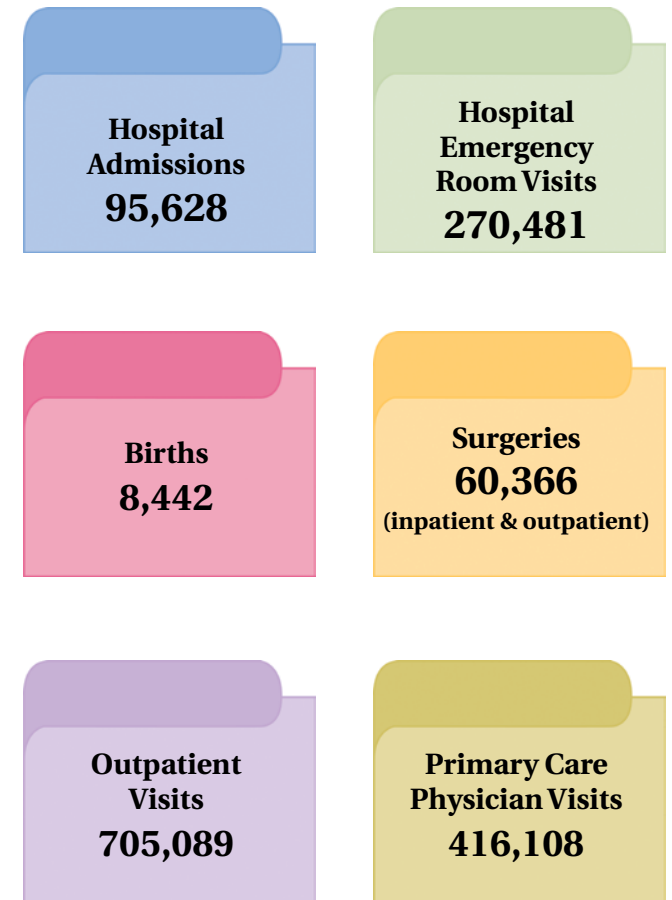
### Community Education and Support ..... 10-11

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### Improved Access to Primary Health Care..... 12

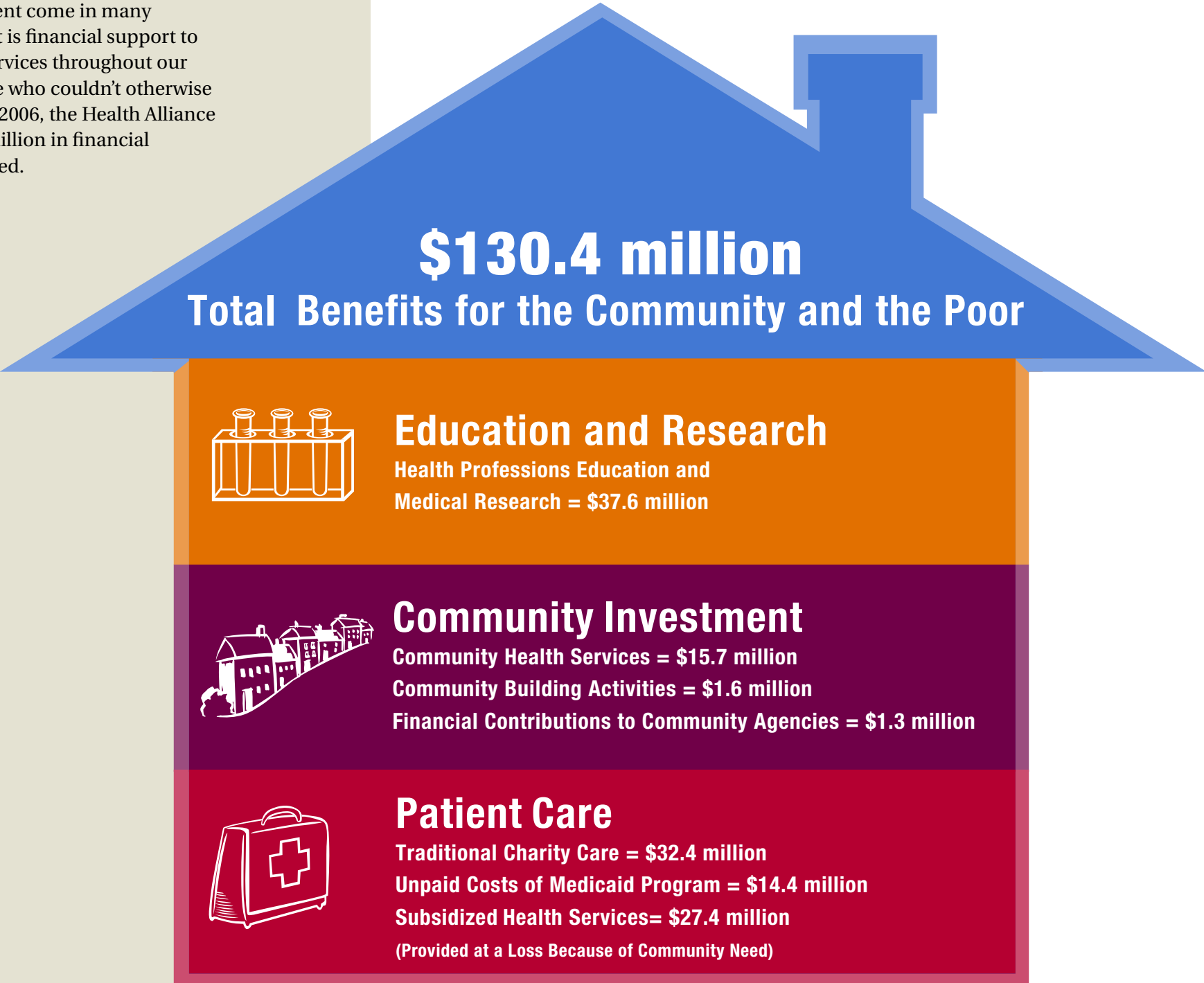
- Five New Locations in Fiscal Year 2006 for a Total of 30 in 19 Communities

## Patient Care Statistics Fiscal Year 2006



# Caring for Those in Need

Caring and commitment come in many forms. The most direct is financial support to provide health care services throughout our communities for those who couldn't otherwise afford it. In fiscal year 2006, the Health Alliance documented \$130.4 million in financial support to those in need.





# Investment in Community Health Care Programs



## Air Care and Medical Transport for Patients in Critical Need in the Greater Cincinnati Region

- 1,345 care flights
- 6,663 mobile transports

## Heart Disease Education

- 420 vascular screenings
- 540,000 educational pieces on heart disease including *Heart Matters*
- More than 200 attendees at heart patient education events in partnership with the Lindner Center for Research and Education



## Our “Honor Wall”

Last year we told you about programs from each of our hospitals that addressed community needs and promoted healthy outcomes in their respective communities. Each of these programs continued their charitable missions in fiscal year 2006, offering services to meet the unique needs of those being served.



## After Hours Nurse Clinic at City Gospel Mission in Over-the-Rhine

- 1,050 patient visits
- 206 clients

## Medical House Calls in Northern Kentucky

125 patient visits per month



## Medication Assistance Program in Greater Cincinnati

\$2.3 million in free or discounted pharmaceuticals

## Mobile Mammography in Greater Cincinnati

1,235 free or discounted mammograms with generous support from the American Cancer Society and the Avon Foundation ([www.avonfoundation.org](http://www.avonfoundation.org))



## The Dental Center in Clifton

- 3,244 subsidized patient visits
- 3,050 medically complex patients

## Hispanic Interpretation Services in Butler County

Hundreds of patients served through Hispanic childbirth education, bedside interpretation and community support of Hispanic Women's Health Fair, Spanish Diabetic Classes and much more.



# Investment in Community Health Care Programs

## Christ Hospital – A Good Neighbor

The Christ Hospital has been a dedicated community partner providing resources to support economic and social outreach in the Mount Auburn area for many years. Representatives from Christ Hospital serve as liaisons to the community working with the Mt. Auburn Chamber of Commerce, the Uptown Consortium and Mt. Auburn Community Council. These groups work to actively support social and economic development initiatives, such as preserving Taft Elementary School, initiating employer assisted housing programs to encourage Health Alliance associates to purchase homes in the uptown neighborhoods and supporting initiatives to improve the parks and public areas.



“We couldn’t have a better community partner than The Christ Hospital. They have the same vision we do and work with us through financial and in-kind support to help us achieve our goals.”

—Holly Dorna  
President,  
Mt. Auburn Chamber  
of Commerce

## University Hospital Women’s Community Clinics

By partnering with neighborhood health clinics, University Hospital reaches out to expectant moms who can’t afford health care. In 13 communities, women receive monthly exams, learn about every stage of pregnancy, and are educated about proper nutrition and care for themselves and their little ones. Through strong, community-based relationships, University Hospital helps ensure that women and unborn children receive consistent, continuous care from pregnancy to delivery.



“I’ve been going to the clinic for years and I like everybody there. They’re really nice. Since I’ve been going there, I haven’t had any health problems.”

— Quinetta Chaplin  
Patient, Elm Street Clinic

## St. Luke Hospitals Northern Kentucky Children's Advocacy Center

As an eight-county provider of child advocacy services, the center provides services for children who have been sexually abused, severely physically abused and/or have witnessed violent crimes in Northern Kentucky. The center is a safe, private environment where families, police departments, service agencies and prosecutors partner for coordinated advocacy efforts. Using St. Luke facilities and funding assistance, 530 children were seen by Children's Advocacy Center experts in fiscal year 2006. Due to the increased number of professionals who use the center, the tremendous growth in population, and the increased demand for services, a new facility will be built in Florence to accommodate the need.



"As a detective for the Covington Police Department, I have witnessed first hand the interviews conducted by the Children's Advocacy Center with children who have been victims of abuse. They are extremely responsive and highly skilled at what they do, which makes my job investigating these crimes and building a case against the defendant much easier."

— Detective Jim Lindeman  
Covington Police Department

## Jewish Hospital – Cancer Education and Support

By celebrating the lives and victories of patients, Jewish Hospital is creating a cancer community built on support, camaraderie and hope. Jewish Hospital associates have been very involved in the community's annual Cancer Survivor's Day, which brings 800 survivors and family members together from hospitals and agencies throughout our community for fellowship, food and entertainment. In May of each year, the Bone Marrow Reunion unites donors, patients and clinicians to honor transplant recipients past and present.

"I'm telling you, the staff at Jewish were wonderful. They had a good sense of humor and that means a lot— it helps you keep a positive attitude. They took care of me."

— Bob Craig, Cancer Patient  
(pictured here with Jane Oka,  
Bone Marrow Patient),  
Jewish Hospital





# Investment in Community Health Care Programs

## Fort Hamilton Hospital – Butler County Community Health Consortium

With staff and facility support from Middletown and Fort Hamilton hospitals, two Health Consortium facilities, the Middletown Health Center and the Hamilton Health Center, provide outpatient care regardless of patients' insurance status or ability to pay. As the only pediatric practice in the area accepting new Medicaid patients and the only practice with a bilingual primary care physician, the Consortium is meeting the community's emerging medical needs. Of the nearly 4,000 patients seen last year, almost half were Spanish-speaking and more than three fourths were children.



“They’ve taken great care of me. They’ve gotten me stabilized and on the right medications. If it hadn’t been for the clinic, I probably wouldn’t be around right now. I refer to them as my guardian angels.”

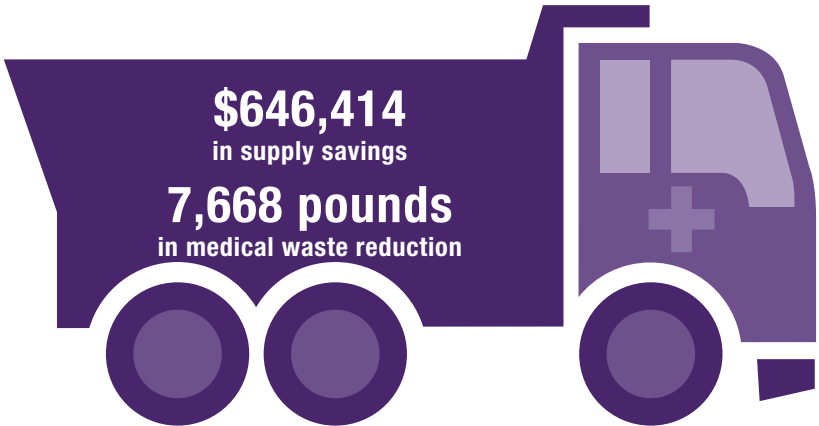
—Roger Boyes, Patient,  
Hamilton Health Center

## Our Industry Partnerships Add Value to Outreach

The Health Alliance has been a proactive partner with other local providers and businesses to bring needed health care programs and benefits to Greater Cincinnati. Some examples of these investments include:

- The Center for Closing the Health Gap, a non-profit program receiving a majority of its funding from the Health Alliance to eliminate racial and ethnic health disparities in Greater Cincinnati through advocacy, education and community outreach
- The Health Collaborative of Greater Cincinnati, an organization working to stimulate continuous, significant, and measurable improvement in the health status of the people in Greater Cincinnati through collaborative leadership
- The Facial Foundation of Greater Cincinnati, a collaboration among physicians and hospitals to provide plastic surgery at no charge to victims of domestic violence with facial disfigurement
- The Respite Center of Greater Cincinnati, a temporary shelter for homeless individuals who have recently recovered from illness or injury
- The Uptown Consortium, an organization focused on revitalization of the uptown neighborhoods, with initiatives in safety, housing, retail and transportation
- The Cincinnati MD Resource Center, a non-profit, community-based initiative focused on recruiting and retaining high quality physicians for the entire Greater Cincinnati area.





## Reprocessing Supports Healthy Environment

Reprocessing, a process for sterilizing certain medical devices for reuse, was implemented at the Health Alliance last year with goals of reducing costs and medical waste sent to landfills. Through the course of the year, our hospitals reached their targeted collections, saving \$646,414 in supply costs, which were passed on to our patients, and reducing medical waste by nearly four tons.

The Health Alliance is a committed community business partner. By stimulating economic growth, particularly among local small and diverse suppliers, many of society's ailments, such as unemployment, crime and poor health can be addressed.

## Supplier Diversity Program Overwhelming Success

In fiscal year 2006, the Health Alliance made a \$23 million commitment to certified diverse suppliers in our region. This was new territory for the organization that required a focused, detailed effort by leaders inside the organization and community partners. Audited savings for the first 10 months of fiscal year 2006 showed a total investment of \$23.4 million with a goal for fiscal year 2007 of \$28 million.



“What separates the Health Alliance from other companies is their strong dedication and commitment to being inclusive of

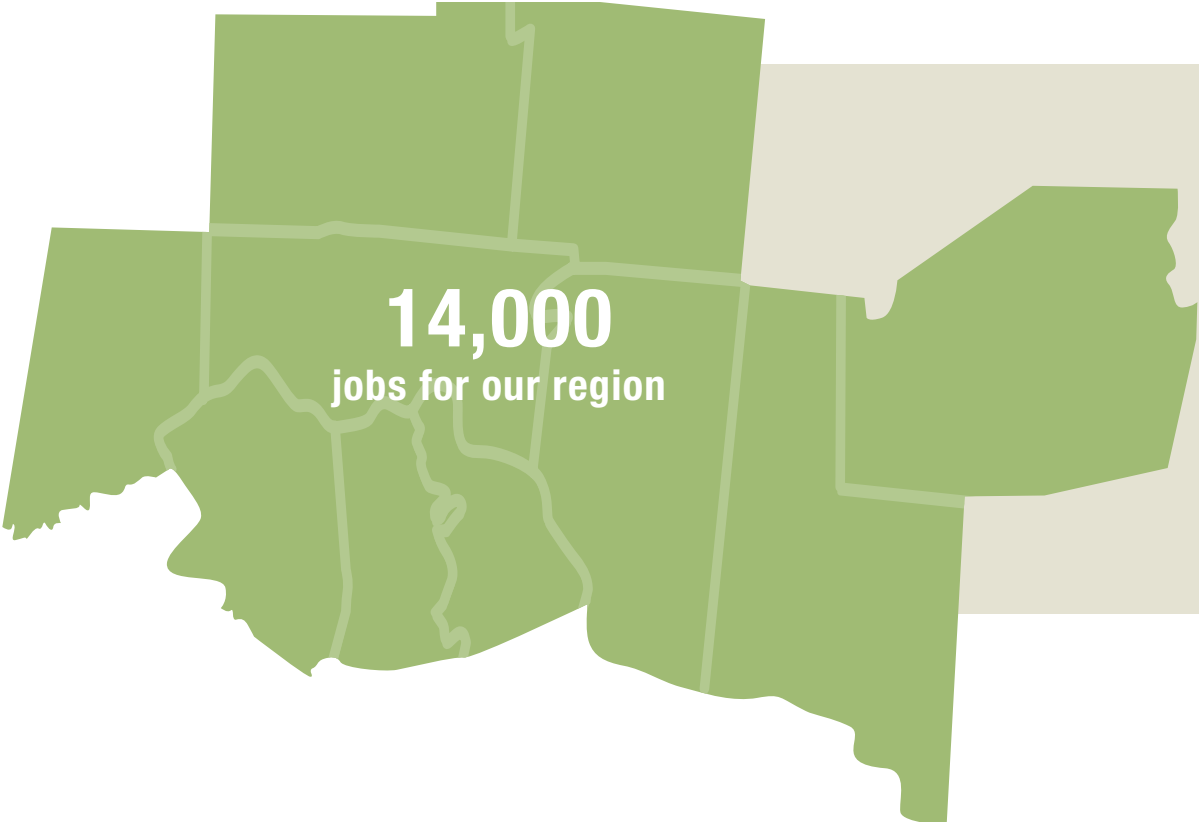
diverse suppliers. For them, this is not a one-year organizational goal. It is an important part of their strategy to achieve their long-term business results.”

—Steve Love, President & CEO  
Greater Cincinnati & Northern  
Kentucky African American  
Chamber of Commerce

# Economic Development and Impact

The mid to late '90s were difficult for health care organizations locally and throughout the country. In Cincinnati, the Iameter Study conducted in the early '90s was the impetus for significant changes in reimbursements. Many hospitals found it difficult to stand alone and still fulfill their charitable missions. Thus, the Health Alliance was formed in 1995 by the union of The Christ Hospital and The University Hospital, with St. Luke, Jewish and Fort Hamilton hospitals joining in subsequent years.

Over the past five years, Health Alliance leadership has implemented an aggressive turnaround strategy aimed at both cost reduction and revenue enhancement. Today, all Health Alliance hospitals thrive under system management. Consolidated departments offer shared resources and expertise for central business functions, such as patient billing, information systems and technology and human resources. A volunteer community board representing all member hospitals provides decision-making based on community need. And, approaching suppliers and contractors from a position of strength as a system provides much greater opportunity for advanced care at the lowest possible cost to employers and patients. These efforts have produced a positive bottom line that allows for reinvestment in current infrastructure and needed community programs and services.



## Financial Highlights

- \$1.4 billion net patient care revenues
- \$729.8 million in benefits and wages
- \$423.1 million in supplies and services
- \$120.9 million in building upgrades/advanced medical equipment
- \$72.4 million in pharmaceuticals
- Fifth consecutive year reporting an operating gain

# Investment in Our Region's Future Health Care Needs

## The Craig and Frances Lindner Center of HOPE in Mason

Certain types of behavioral health services are not available in Greater Cincinnati and many inpatient programs operate at close to capacity. In 2005, thanks to a generous \$30 million gift from the Lindner Foundation, the Health Alliance announced the Craig and Frances Lindner Center of HOPE will be built in Mason to provide a world-class treatment center in a private setting for psychological and emotional healing. Completion is scheduled for mid-2008.



Shared Commitment  
with the Lindner  
Foundation  
for the Lindner  
Center of HOPE

## Preserving Drake Center as a Community Asset

In 2005, the Health Alliance was approached to consider taking over the management and ownership of Drake Center, a long-term care facility for specialized medical and rehabilitative treatment. With many financial and operational challenges, the organization's future was uncertain. The Health Alliance determined that Drake Center met a core community need for highly specialized medical and rehabilitative care and assumed operations in December 2005. Drake Center formally became part of the Health Alliance in July of 2006.



Approximately \$6 million in capital improvements and \$1.4 million in supply savings and staffing with consolidated departments since the Drake Center joined the Health Alliance.



## West Chester Medical Center

A feasibility study showed the population of West Chester is growing so significantly that the ability of the surrounding hospitals to meet the burgeoning health care needs could quickly become compromised. The Health Alliance board unanimously approved this initiative and plans began for a full-service facility to meet the community need. West Chester Medical Center will open in January of 2009.

\$224 million expected investment in West Chester Medical Center

## **Community Education and Support:**

*The following are support groups that are either hosted by Health Alliance hospitals or provided in-kind support.*

After Care Sessions (drug and alcohol support group for past patients)

Alcoholics Anonymous

Alzheimer's

Blood and Marrow Transplant Networking Group

Breast Cancer Support Group

Circle of Hope Breast Cancer Support Group

Change of Heart (organ transplant group)

Crohn's and Colitis Foundation

Chronic Pain

Diabetes

Family Education

General Cancer Support

Grief Support

Happy Hearts

Heart Works (heart failure support)

Heart Failure Support Group

Important Beginnings: Teen Pregnancy

Jump Starters (Greater Cincinnati AICD Support (Automatic Internal Cardiac Defibrillator)

Look Good...Feel Better (female cancer patients)

Man to Man: Prostate Cancer

Narcotics Anonymous

Ostomy Association

Overeaters Anonymous

Parkinson's Disease

Speak Easy (a support group for women with depression or anxiety)

Tristate Liver Transplant

Women's Cancer Support

## **Community Education**

American Red Cross Babysitting Classes

Cancer Community Resource Library

Childbirth Classes

Choices and Chances Presentation, University Trauma Department

Community Health Education Programs

CPR Classes

Health Alliance Web site

Healthy Weight/Healthy You

High School Student Career Night

Kids in the Kitchen

Limited English Proficiency Program

Medicare Part D Seminars

Military Training Program (C-STARS)

Patient Education Resource Centers

Self Defense for Women

Senior Health Fair

Smoking Cessation Programs

Violence Prevention

## **Community Support**

100 Wise Women (a mentoring program for businesswomen)

After Hours Nurse Clinic

American Heart Association Mini-Marathon

Center for Closing the Health Gap

Children's Advocacy Center

Cincinnati Health Department

Community Health Advisory Boards

Dental Center

Disaster Preparedness

Emergency Readiness Day

Health Ministries Program

Immunization Clinics

Injury Surveillance

Lincoln Heights/ Mt. Healthy Center

Minority Nursing Scholarship

Medication Assistance Program

Medical House Call Program

Mobile Crisis Team (Mental Health)

Primary and Specialty Care Clinics

Psychiatric Emergency Care

Scholarship Programs

School Partnership Programs

Senior Care Preferred Plus

Teen Mother Support

Wig Rooms

YWCA Career Women of Achievement



## Community Sponsorships and Screenings

African American Chamber of Commerce  
Anthem Healthy Women's Event  
Black Family Reunion  
Boone County Fair  
Boone County Senior Picnic  
Campbell County Senior Picnic  
Cancer Survivors' Day  
Community-wide health care screenings  
Coney Island Senior Expo  
Cover the Uninsured Week  
Hispanic Chamber of Commerce  
Jazzfest  
March of Dimes  
NAACP of Northern Kentucky Health Fair  
Northern Kentucky Area Development District (NKADD) Senior Expo  
Northern Kentucky Senior Picnics  
Northern Kentucky Chamber of Commerce  
One Hundred Wise Women  
Partners in Education  
Pride Parade and Festival  
Relay for Life  
Senior Expo  
South Central Ohio Minority Business Council  
Susan G. Komen Race for the Cure  
Take a Loved One for a Check-Up Day  
Walk Soberfest  
Wellness Wednesdays

## The Health Alliance works with community partners to support the following organizations with in-kind services and/or monetary support:

Be Concerned (assistance to Northern Kentucky residents)  
Butler County Community Health Center (Consortium)  
Connections Clinic at Fort Hamilton  
Center for Respite Care  
Cincinnati Health Network  
Disaster Medical Assistance Team (DMAT) KY-1  
Facial Foundation of Greater Cincinnati  
Fine Arts Fund  
Maternal-Fetal Care Center  
Red Dress Campaign  
Secret Safe Place for Newborns  
United Way  
Uptown Consortium

# 111 Community Health Programs and Services

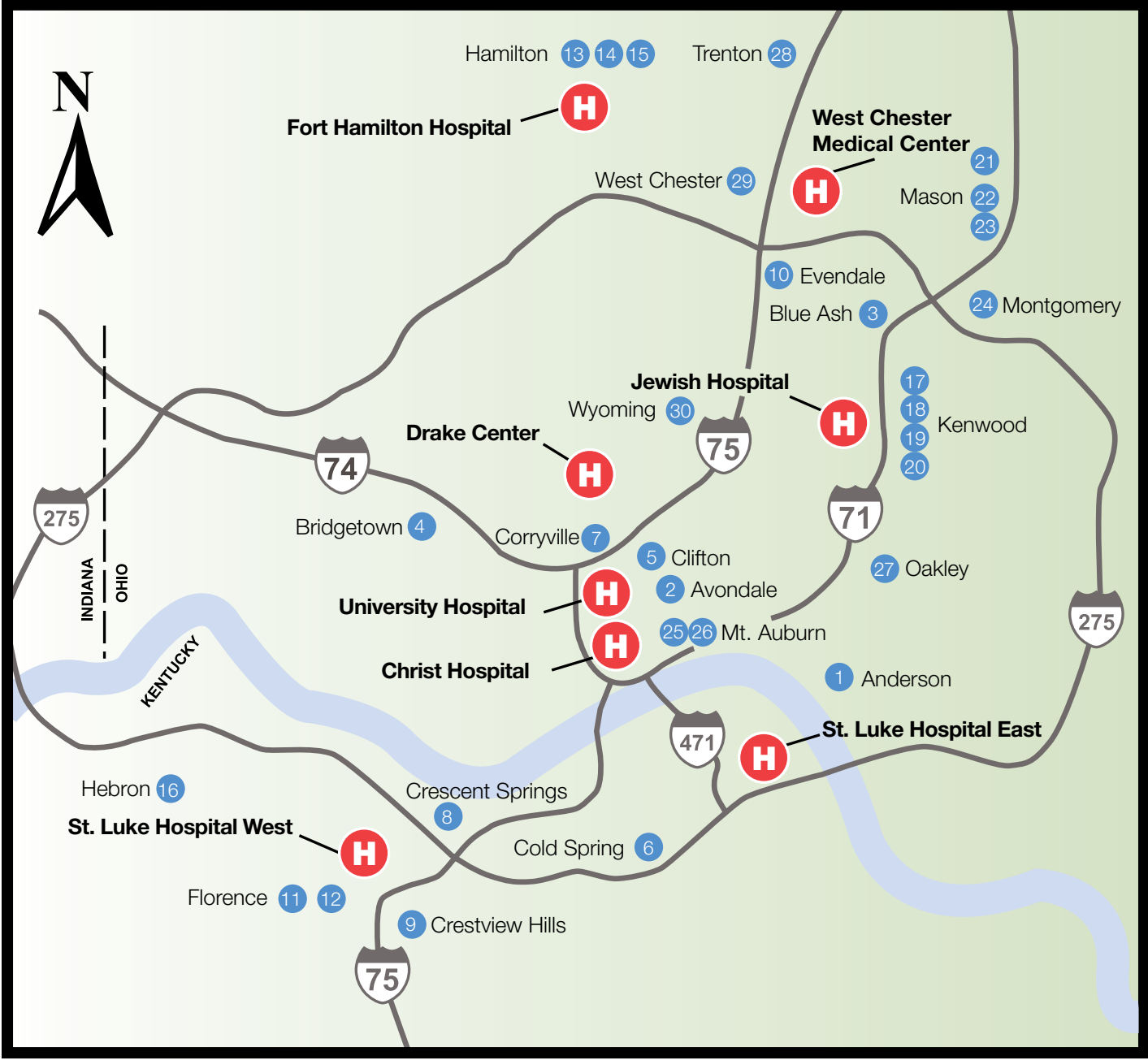


# Improved Access to Health Care

## Growing Alliance Primary Care

In fiscal year 2006, Alliance Primary Care continued its growth strategy with an eye toward increasing primary care accessibility throughout the region. After several years of financial challenges, the organization made significant improvements in its bottom line and began investing for the future. Last year, 15 new physicians joined the group and five new locations from Cold Spring to West Chester were added.

-  **Health Alliance Hospitals**
  -  **Alliance Primary Care Locations**
- |                    |                 |
|--------------------|-----------------|
| 1 Anderson         | 16 Hebron       |
| 2 Avondale         | 17 Kenwood      |
| 3 Blue Ash         | 18 Kenwood      |
| 4 Bridgetown       | 19 Kenwood      |
| 5 Clifton          | 20 Kenwood      |
| 6 Cold Spring      | 21 Mason        |
| 7 Corryville       | 22 Mason        |
| 8 Crescent Springs | 23 Mason        |
| 9 Crestview Hills  | 24 Montgomery   |
| 10 Evendale        | 25 Mount Auburn |
| 11 Florence        | 26 Mount Auburn |
| 12 Florence        | 27 Oakley       |
| 13 Hamilton        | 28 Trenton      |
| 14 Hamilton        | 29 West Chester |
| 15 Hamilton        | 30 Wyoming      |



## Christ Hospital

Known as “Greater Cincinnati’s Heart Hospital,” Christ Hospital is a 450-bed facility located in Mt. Auburn. In addition to cardiovascular services, other specialties include women’s services, orthopedics, cancer care and spine.



## University Hospital

University Hospital is the region’s only tertiary, academic medical center. This 440-bed teaching hospital is located in Clifton, and specializes in trauma, cancer care, neuroscience, cardiovascular services, perinatology, solid organ transplant, behavioral health and burn care.



## St. Luke Hospital East

St. Luke Hospital East is a 217-bed community hospital serving the Campbell County/Greater Northern Kentucky area. It specializes in women’s services, cancer care, vascular, surgical weight loss and emergency services.



## St. Luke Hospital West

St. Luke Hospital West is a 177-bed community hospital serving the Boone County/Greater Northern Kentucky area. It specializes in women’s services, cancer care, vascular, surgical weight loss and emergency services.



## Jewish Hospital

Serving the needs of Cincinnati’s suburban northeast side, Jewish Hospital is located in Kenwood. This 200-bed facility specializes in cardiovascular services, cancer care, cholesterol control, joint replacement, weight management, mammography and emergency services.



## Fort Hamilton Hospital

Fort Hamilton Hospital is a 181-bed facility in Hamilton, Ohio, northwest of Cincinnati. Specialties include cardiology, emergency services, obstetrics, cancer care, women’s services, radiology and behavioral health.



## Drake Center

Drake Center is the region’s premier provider of specialized medical and rehabilitative care. This 314-bed specialty hospital treats patients recovering from catastrophic illnesses or injuries. Specialties include: multiple trauma care, spinal cord injuries, and traumatic brain injuries and stroke.



## West Chester Medical Center

West Chester Medical Center will be a 160-bed, full-service, technologically advanced hospital located north of Cincinnati in the suburb of West Chester. Opening is scheduled for early 2009.





3200 Burnet Avenue  
Cincinnati, Ohio 45229

*Our mission is to be your preferred health care partner. We will serve you in a compassionate and efficient way, providing the very best in prevention, treatment, education and research to benefit you, your family and our community.*

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